



Department of Employee Relations

Marvin E. Pratt
Acting Mayor

Florence Dukes
Director

David Heard
Fire and Police Commission
Executive Director

Michael Brady
Employee Benefits Director

January 30, 2004

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

Dear Committee Members: Re: Common Council File Number 031282

The following classifications and pay levels are recommended for action by the City Service Commission on February 3, 2004:

In the Assessor's Office two positions of Office Assistant II, Pay Range 410, held by Ruth Baer and Marie Gonzalez, are recommended for reclassification to Office Assistant III, Pay Range 425.

Various classification and compensation levels are recommended for seven positions for 2004 in the Office of the City Clerk and the Department of Public Works-Operations Division.

The necessary Salary and Positions Ordinance amendments, are included in the attached report.

Sincerely,



Florence H. Dukes
Employee Relations Director

FHD:pb

Attachments: 2 Job Evaluation Reports
 Fiscal Note

c: Sally McAttee, Joseph Czarnecki, Jennifer Gonda, Mary Reavey, Peter Weissenfluh, Ruth Baer, Marie Gonzalez, Ronald Leonhardt, Carolyn Hill-Robertson, Jim Copeland, Barry Zalben, Mariano Schifalacqua, Dan Thomas, James Purko, Wanda Booker, Venu Gupta, Richard Abelson, John English, Paula Dorsey, Candace Hoyt and Lyle Balistreri

JOB EVALUATION REPORT

City Service Commission Meeting Date: February 3, 2003

Incumbents: (A) Ruth Baer
(B) Marie Gonzalez

Department: Assessor's Office

Present	Request
Title: Office Assistant II	Title: Office Assistant III
Salary: Pay Range 410 (\$24,928 - \$29,332)	Salary: Pay Range 425 (\$28,348 - \$31,360)
Current Rate: (A) and (B) \$29,332	Source: Department
Recommendation: Title: Office Assistant III Salary: Pay Range 425 (\$28,348 - \$31,360) New Rate: (A) and (B) \$29,636	
Rationale: As a result of the reorganization in the Assessor's Office, related to the 2004 budget, three support staff positions were eliminated. The department now has one Accounting Assistant II position, six Office Assistant III positions and two Office Assistant II positions. The Assessor's Office has requested a reclassification of the two Office Assistant II positions to Office Assistant III so that the department will have more flexibility when distributing assignments. This will also allow the department to cross train and assign staff where needed according to work demands. The duties and responsibilities of the new job description are consistent with the position description for Office Assistant III.	
History of Position: These two positions were last studied in 1995 as part of the City-Wide Office Support Study. At that time their title was changed from Clerk Typist II to Office Assistant II.	

Action Required:

In the 2004 Positions Ordinance, under Assessor's Office, Systems and Administration Division delete one position of Office Assistant II and add one position of Office Assistant III. Under the Real Property Division delete one position of Office Assistant II (X) and add one position of Office Assistant III (X).

Duties and Responsibilities:

The basic function of these two positions, as well as the other current Office Assistant III positions in the department, is to assist and support the implementation of the goals, objectives and mission of the Assessor's Office in a variety of ways. They will operate under the direct supervision of a management team consisting of the Commissioner of Assessments, Chief Assessor, Systems Analyst, Network Administrator and Office Supervisor. Their duties and responsibilities will be as follows:

50% At least 50% of the work performed by each Office Assistant III will be in one or more of the following areas:

- Assisting the Assessor's Office in the processing of sales data, assessment objections, and the maintenance of the real estate master file
- Preparing, correcting, maintaining and updating the department's ownership records
- Identifying and initiating combinations, divisions, and status changes affecting property
- Keeping the assessment roll listings current and accurate and providing the supervisor, assistant supervisor, and appraisers with office support as necessary
- Maintaining control of assessment roll reductions and the resolutions resulting from them
- Assisting in appointment scheduling and coordinating inspections for appraisers
- Acting as a focal point between the Information and Technology Management Division (ITMD) of the Department of Administration and the Assessor's Office for all key number, description, and related valuation changes that are made to the real estate master file
- Assisting in the discovery, listing and occupancy of personal property accounts
- Answering customer inquiries and relaying assessment related information by telephone and in person

20% Work concentrated in one or more of the following areas:

- Reviewing transfer returns and providing statistical data regarding property sales
- Organizing assessment information and preparing reports for the Board of Assessors
- Collecting, assembling, and imputing information into the valuation systems and the real estate master file
- Researching records to correct discrepancies regarding title, legal descriptions, conveyances etc.
- Researching information for use by City Attorney's Office or Comptroller's Office
- Serving as a back-up to the Clerk of the Board of Review
- Assisting in processing of deeds as may be required
- Opening and distributing mail and other correspondence

20% Other duties including typing correspondence, maintaining various computer logs monitoring department activities, and assembling and compiling information for use during the three week open book period following the mailing of assessments.

5% Providing research information and service to the public, governmental agencies, public agencies and other departments as assigned

5% Performing other office duties as assigned

The requirements for these positions include four years of office experience, an ability to type and perform keyboard functions, a knowledge of typical office software programs, document recording process and sources of information relating to property tax, and an understanding of title work, legal descriptions, transfer returns and recorded documents.

Analysis:

As part of the 2004 budget three office support positions were eliminated resulting in the department having one Accounting Assistant II position, six Office Assistant III positions and two Office Assistant II positions. The department wishes to reclassify the two Office Assistant II positions to Office Assistant III so that all office assistants will be at the same level. This will allow the department more flexibility when distributing assignments. The department is required to create an assessment roll annually which makes the office work cyclical. With these reclassifications the department will be able to cross train staff and assign them where needed according to work demands.

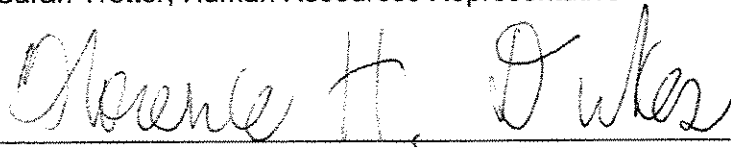
The specification for the Office Assistant III classification states that positions in this classification perform diverse and complex duties involving the application of standard procedures to a variety of clerical assignments; select and interpret data, and demonstrate a thorough knowledge of departmental and organizational policies and procedures in assigned area of responsibility. These positions also screen telephone calls, answer questions, and provide information. Some telephone and in-person work may be difficult due to the nature of questions or customers served. These positions use advanced features of software packages on a regular basis to produce complex documents; may work with others on a team to complete special projects and may guide and check the work of other employees. The requirements are four years of office experience with at least one year of experience at the Office Assistant II level or above. Job-related coursework may be substituted for up to six months of experience requirement.

The duties, responsibilities and requirements listed above for the Office Assistant III positions in the Assessor's Office are consistent with the specification for an Office Assistant III. These positions will also be working on a variety of diverse and complex duties, will need a thorough knowledge of departmental and organizational policies and procedures, and will screen telephone calls, answer questions, and provide information.

Recommendation:

We therefore recommend that two positions of Office Assistant II in Pay Range 410 in the Assessor's Office be reclassified to Office Assistant III in Pay Range 425.

Prepared by : 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Florence H. Dukes, Employee Relations Director

January 29, 2004

JOB EVALUATION REPORTCity Service Commission Meeting Date: February 3, 2004

This report recommends appropriate classifications and compensation levels for seven positions for 2004. The following chart summarizes the recommended changes.

COMMON COUNCIL-CITY CLERK

Current	Request	Recommendation
New Position	License Specialist PR 455 (\$32,307-\$36,018)	License Specialist PR 455 (\$32,307-\$36,018)
Legislative Research Analyst-Senior SG 006 (\$43,889-\$61,451) Incumbent: Jeffrey Osterman Current Rate: \$61,451)	Legislative Fiscal Analyst-Lead SG 007 (\$46,785-\$65,496)	Legislative Fiscal Analyst-Lead SG 007 (\$46,785-\$65,496) New Rate: No change – SG 006 underfill
Fiscal Review Analyst-Senior SG 006 (\$43,889-\$61,451) Incumbent: Emma Stamps Current Rate: \$49,600	Legislative Fiscal Analyst-Lead SG 007 (\$46,785-\$65,496)	Legislative Fiscal Analyst-Lead SG 007 (\$46,785-\$65,496) New Rate: No change- SG 006 underfill

DPW-OPERATIONS DIVISION

Current	Request	Recommendation
Vehicle and Equipment Specialist SG 007 (\$46,785-\$65,496) Incumbent: Jeffrey Tews Current Rate: \$65,496	Equipment Acquisition and Disposal coordinator SG 008 (\$49,853-69,792)	Equipment Acquisition and Disposal Coordinator SG 008 (\$49,853-69,792) New Rate: (\$67,687)
Equipment Parts Assistant PR 345 (\$31,580-35,043) Incumbent: One Position	Inventory Assistant V PR 360 (\$33,875-38,152)	Inventory Assistant V PR 360 (\$33,875-38,152)
New Position	Equipment Operations and Training Manager SG 006 (\$43,889-61,451)	Equipment Operations and Training Manager SG 006 (\$43,889-61,451)
Painter Supervisor, House PR 985 (\$50,232) Incumbent: Dennis Hermann Current Rate: \$50,232	Painter Leadworker, House PR 983 (\$45,926)	Painter Leadworker, House PR 983 (\$45,926) New Rate: (Red-circle at current rate)

Action Required (Effective Pay Period 1, 2004: December 21, 2003)In the 2004 Salary Ordinance:

Under Salary Grade 006, add the title and footnote designation "Equipment Operations and Training Manager 1/." Under Salary Grade 007, delete the title "Vehicle and Equipment Specialist" and under Salary Grade 008, add the title and footnote designation "Equipment Acquisition and Disposal Coordinator 1/." Under Pay Range 983, add the footnote designation "4/" following the title "Painter Leadworker, House" and add the following footnote: "4/ One position filled by Dennis Hermann to be paid at rates consistent with Pay Range 985."

In the 2004 Positions Ordinance:

Under Common Council-City Clerk, Legislative Reference Bureau Division, Fiscal Review, delete two positions of Legislative-Fiscal Analyst and add two positions of Legislative Fiscal Analyst-Lead. Under Department of Public Works-Operations Division, Fleet Services Section, delete one position of

February 3, 2004

Equipment Acquisition and Disposal Supervisor (Y), and add one position of Equipment Acquisition and Disposal Coordinator (Y). In the same Department and Division, Fleet Operations/Dispatch Section, delete one position of Equipment Operations and Training Coordinator, and add one position of Equipment Operations and Training Manager.

COMMON COUNCIL-CITY CLERK

Current:	New Position	
Request:	License Specialist	PR 455
Recommended:	License Specialist	PR 455

The basic function of this position is to process license applications, understand procedures and regulations pertaining to licensing matters, and interact with a diverse population of people. The requirements for this position include a knowledge of computer word processing programs; an ability to communicate effectively, both orally and in writing, with the public and other personnel at all levels; and an ability to perform effectively under pressure.

This position has the same duties and responsibilities as the six other License Specialists in the department and so the requested title and level of License Specialist in Pay Range 455 seems appropriate. We therefore recommend that this new position be classified as License Specialist in Pay Range 455.

Current:	Legislative Research Analyst-Senior	SG 006
Request:	Legislative Fiscal Analyst-Lead	SG 007
Recommended:	Legislative Fiscal Analyst-Lead	SG 007

Current:	Fiscal Review Analyst-Senior	SG 006
Request:	Legislative Fiscal Analyst-Lead	SG 007
Recommended:	Legislative Fiscal Analyst-Lead	SG 007

The basic function of these two positions will be to provide legislative research, bill drafting and other related services for the Common Council and city agencies, and conduct budget analyses and fiscal review studies for the Common Council. These positions are located in the Legislative Reference Bureau and will function as "swing" positions by devoting more time to fiscal services during the fiscal peak demand period and more time to legislative services during the other times of the year. Requirements for these two positions include a Bachelor's degree in Business, Economics, Political Science, Public Administration, Urban Affairs, Urban Planning or related field and knowledge and experience in research methods, budgeting, fiscal research or management analysis, preferably in a government organization.

Last year two new positions were created and classified as Legislative-Fiscal Analyst-Lead in Salary Grade 007. This classification provides more flexibility to the department when giving assignments and responding to requests for service during the fiscal peak demand period of the year. The department now wishes to reclassify two other current positions as "swing" positions. This will provide the department even more flexibility with giving assignments and responding to requests for information.. As before, these positions will require a higher level skill set and have responsibility for a broader spectrum of work. The management job evaluation factors should be as follows:

	<u>Level</u>	<u>Points</u>
Impact and Accountability	07	104
Knowledge and Skills	07	94
Relationships Responsibility	06	38
Working Conditions	01	<u>05</u>
TOTAL		241

Salary Grade 7: 231-265

We therefore recommend that these two positions, one Legislative Research Analyst-Senior and one Fiscal Review Analyst-Senior, be reclassified to Legislative-Fiscal Analyst-Lead in Salary Grade 7. The two incumbents will underfill at their current title and pay range for up to one year or until they demonstrate proficiency in all the skills needed to perform in these positions.

DPW-OPERATIONS DIVISION

Current:	Vehicle and Equipment Specialist	SG 007
Requested:	Equipment Acquisition and Disposal Coordinator	SG 008
Recommended:	Equipment Acquisition and Disposal Coordinator	SG 008

The basic function of this position is to administer the acquisition, replacement and disposal of the City's vehicle and equipment inventory that includes approximately 4,200 pieces of equipment worth \$135 million. Through the 2004 budget, the department is requesting that this position be reclassified to Salary Grade 008 and be given a new title. In discussions with the department, the following changes in duties and responsibilities were cited:

- expanded responsibilities in coordinating the continuous evaluation of the City fleet, including annual evaluations and grading for all vehicles and equipment within a specified age group. This information is analyzed to make cost-benefit decisions regarding the disposal or retention of vehicles and equipment based on factors such as its age, condition, and frequency of use.
- greater responsibility in continually researching and evaluating technology to determine it's applicability to the City's fleet from a cost and productivity standpoint due to accelerating changes in equipment technology
- ensure the City is in compliance with State of Wisconsin emission control mandates from which the City was previously exempt.
- design, implement and supervise the up-fitting and set-up of new vehicles, both in-house and with outside vendors, including installation of markings and specialized equipment as needed for users to perform their respective jobs.
- assigned as back-up the Quality Assurance Coordinator (Salary Grade 008) and is expected to perform all of the duties of that position as needed. Likewise, the Quality Assurance Coordinator will be the back-up for this position.

February 3, 2004

In assessing the overall impact of the above changes in this position, it appears that the job evaluation factors of Impact and Accountability, Knowledge and Skill, and Working Conditions has each increased one level. The impact of purchasing and disposal decisions made by this position is more significant in this environment of tight budgets and enhanced emphasis on productivity. A higher level of analytical skill and ability is required to make important decisions regarding individual pieces of equipment as well as to determine the optimal size of the overall fleet. Also, more hands on technical knowledge is required now that this position is responsible for designing, implementing and supervising the up-fitting and set-up of new vehicles. These increased shop responsibilities merit an increase in the Working Conditions factor.

We therefore recommend that this position be classified as Equipment Acquisition and Disposal Coordinator in Salary Grade 008 and be given the following profile on the City's management pay plan job evaluation factors:

	<u>Level</u>	<u>Points</u>
Impact and Accountability	9	138
Knowledge and Skills	7	94
Reporting Relationships	6	38
Working Conditions	2	07
TOTAL		277
Salary Grade 008: 266-305		

Current:	Equipment Parts Assistant	PR 345
Requested:	Inventory Assistant V	PR 360
Recommended:	Inventory Assistant V	PR 360

This position was created in the 2004 budget in lieu of an Equipment Inventory Supervisor in Salary Grade 002 that was eliminated. Essentially, the management functions of the SG 002 position will now be performed by the Equipment Inventory Manager, but the daily lead worker functions such as assigning and monitoring work will be performed by this position, along with other stockroom duties that are summarized below:

- 50% Lead person for the daily operations of all stockroom activities.
- 20% Maintain inventory records, check disbursements, review invoices, investigate errors, review contracts, and contact vendors as needed.
- 15% Conduct the cycle counting of the physical inventory.
- 15% Miscellaneous duties including conduct and attend meetings, maintain proper safety procedures, make recommendations re: procedures, personnel issues, etc.

Inventory Assistant V is the highest level of the Inventory Assistant series where individuals generally perform the most complex purchasing procedures and oversee the work of several people working in a large stockroom. Given that this position will be assuming some of the purchasing-related responsibilities of the previous Equipment Inventory Supervisor and will be overseeing the work of 12 employees, we are in agreement with the department that Inventory Assistant V is the appropriate classification for this position.

We therefore recommend that this position be classified as Inventory Assistant V in Pay Range 360.

Current:	New Position	
Requested:	Equipment Operations and Training Manager	SG 006
Recommended:	Equipment Operations and Training Manager	SG 006

The need for this position resulted from the 2002 consolidation of the Operations Division dispatch office where driver assignments and training is coordinated. This consolidation increased the number of drivers operating from the dispatch office from 120 to approximately 400. This position is responsible for providing the training and coordination needed to ensure that State CDL and other training mandates are met and that all operators throughout DPW are properly certified and trained for the equipment they operate. This includes those operating forklifts, cranes, front end loaders and other heavy equipment.

According to the job description, the specific duties and responsibilities of this position are as follows:

- 35% Assist the Operations and Dispatch Manager in supervising the Equipment Operations Supervisors and other Dispatch Office staff and organize the daily scheduling of the Operations and Fleet support staff.
- 25% Supervise the Driver Training Instructors and oversee the instruction of personnel in the safe and proper operation of equipment. Develop training programs for new equipment and ensure other training requirements are met. Coordinate driver and operator training and supervise various certification tests.
- 15% Participate in performance appraisals to ensure that operator performance meets established guidelines and assist in other personnel-related functions such as discipline, sick leave control, accident investigation and hiring.
- 15% Develop a working knowledge of customer's operating environments and equipment needs including seasonal operations to ensure the availability of equipment to meet daily requests and respond promptly to emergency and special requests.
- 10% Assist in developing special programs as requested by customer organizations and serve as acting Operations and Dispatch Manager in that person's absence.

This position reports to the Operations and Dispatch Manager in Salary Grade 009 and will help supervise three positions of Equipment Operations Supervisor I in Salary Grade 004 in addition to other lower level positions. Therefore, the department's request to place this position in Salary Grade 006 is reasonable given the level of duties and responsibilities of this position. There are a number of other supervisory positions in Salary Grade 006, including those that also supervise staff in Salary Grade 004.

We therefore recommend that this position be classified as Equipment Operations and Training Manager in Salary Grade 006 and be given the following profile on the City's management pay plan job evaluation factors:

	<u>Level</u>	<u>Points</u>
Impact and Accountability	7	104
Knowledge and Skills	6	80
Reporting Relationships	5	32
Working Conditions	2	<u>07</u>
TOTAL		223

Salary Grade 006: 201-230

February 3, 2004

As this position will be involved in DPW snow and ice control operations the department has requested, and we recommend, that the Salary Ordinance footnote authorizing additional compensation for such activities be extended to this position.

Current:	Painter Supervisor, House	PR 985
Requested:	Painter Leadworker, House	PR 983
Recommended:	Painter Leadworker, House	PR 983

This request is made as a result of a reduction of supervisory staff in the Painting Unit as part of the 2004 budget. The department is requesting a Painter Leadworker, House in lieu of a Painter Supervisor, House. This position will perform the duties of a Painter while supervising and directing the finishing/painting operations of the other Painters in the capacity of crew leader.

One Painter Leadworker, House already exists in the unit. Having two Leadworker positions will allow for leadership of more than one crew which often work in separate locations. The duties and responsibilities of this position will be the same as the existing position. We therefore recommend that this position be classified as Painter Leadworker, House in Pay Range 983 and that the current incumbent be red-circled at Pay Range 985 so that there will be no loss of pay resulting from this transaction.

Prepared by: *Sarah Trotter*
Sarah Trotter, Human Resources Representative

Prepared by: *Timothy J. Keeley*
Timothy J. Keeley, Human Resources Representative

Reviewed by: *Florence H. Dukes*
Florence H. Dukes, Employee Relations Director

January 29, 2004

CITY OF MILWAUKEE FISCAL NOTE

A) Date: January 29, 2004

File Number: 031282
Orig Fiscal Note ☐ Substitute ☐

Subject: Classification and pay recommendations submitted for City Service Commission action on February 3, 2004

Submitted By (name/title/dept/ext.): Timothy Keeley, Human Resources Representative/Dept. of Employee Relations/ X8154

- C) Check One: ☐ Adoption of this file authorizes expenditures
☐ Adoption of this file does not authorize expenditures; further Common Council action needed. List anticipated costs in Section G below.
☐ Not applicable / no fiscal impact.

- D) Charge to: ☐ Departmental Account (DA) ☐ Contingent Fund (CF)
☐ Capital Projects Fund (CPF) ☐ Special Purpose Accounts (SPA)
☐ Perm. Improvement Funds (PIF) ☐ Grant & Aid Accounts (G & AA)
☐ Other (Specify)

E) Purpose	Specify Type/Use	Account	Expenditure	Revenue	Savings
Salaries/Wages:	Classification and pay levels recommended for positions in the following departments: Assessor, City Clerk and DPW-Operations Division. (See attached spreadsheet for details)		(See attached spreadsheet)		
Supplies:					
Materials:					
New Equip:					
Equip Repair:					
Rollups (.2045):					
Totals					

F) For expenditures and revenues which will occur on an **annual** basis over several years check the appropriate box below and then list each item and dollar amount **separately**.

<input type="checkbox"/> 1-3 Years	<input type="checkbox"/> 3-5 Years	
<input type="checkbox"/> 1-3 Years	<input type="checkbox"/> 3-5 Years	
<input type="checkbox"/> 1-3 Years	<input type="checkbox"/> 3-5 Years	

G) List any anticipated future costs this project will require for completion:

H) Computations used in arriving at fiscal estimate:

(See attached spreadsheet for details)

Please list any comments on reverse side or attachment and check here ☐ (See attached)

Department of Employee Relations

Fiscal Note Spreadsheet

Date of Finance & Personnel Committee Meeting: February 4, 2004

Date of City Service Commission Meeting: February 3, 2004

NEW COST FOR 2004

No. Pos.	Dept	From	PR/SG	To	PR/SG	Present Annual	New Annual	New Cost	Rollup	Total Rollup+Sal
2	Assessor's Office	Office Assistant II	410	Office Assistant III	425	\$29,332	\$29,636	\$491	\$100	\$592
1	Common Council-City Clerk	Legislative Research Analyst-Sr.	6*	Legislative Fiscal Analyst-Lead	7	\$61,451	\$61,451	\$0	\$0	\$0
1	Common Council-City Clerk	Fiscal Review Analyst-Sr.	6*	Legislative Fiscal Analyst-Lead	7	\$49,600	\$49,600	\$0	\$0	\$0
1	Common Council-City Clerk	New Position	N/A	License Specialist	455					
1	DPW-Operations	Vehicle and Equipment Specialist	7	Equip. Acquisition & Disposal Coordinator	8					New Position Included in 2004 Budget
1	DPW-Operations	Equipment Parts Assistant	345	Inventory Assistant V	360					Change Included in 2004 Budget
1	DPW-Operations	New Position	N/A	Equip. Operations & Training Manager	6					Change Included in 2004 Budget
1	DPW-Operations	Painter Supervisor, House	985**	Painter Leadworker, House	983					New Position Included in 2004 Budget
9								\$491	\$100	\$592

*Incumbent to underfill at current pay range for approximately one year

**Incumbent to continue to be paid at this pay range

PROJECTED NEW COST FOR FULL YEAR

No. Pos.	Dept	From	PR/SG	To	PR/SG	Present Annual	New Annual	New Cost	Rollup	Total Rollup+Sal
2	Assessor's Office	Office Assistant II	410	Office Assistant III	425	\$29,332	\$29,636	\$608	\$124	\$732
1	Common Council-City Clerk	Legislative Research Analyst-Sr.	6	Legislative Fiscal Analyst-Lead	7	\$61,451	\$63,521	\$2,070	\$423	\$2,493
1	Common Council-City Clerk	Fiscal Review Analyst-Sr.	6	Legislative Fiscal Analyst-Lead	7	\$51,140	\$52,873	\$1,733	\$354	\$2,087
1	Common Council-City Clerk	New Position	N/A	License Specialist	455					
1	DPW-Operations	Vehicle and Equipment Specialist	7	Equip. Acquisition & Disposal Coordinator	8					New Position Included in 2004 Budget
1	DPW-Operations	Equipment Parts Assistant	345	Inventory Assistant V	360					Change Included in 2004 Budget
1	DPW-Operations	New Position	N/A	Equip. Operations & Training Manager	6					Change Included in 2004 Budget
1	DPW-Operations	Painter Supervisor, House	985*	Painter Leadworker, House	983					New Position Included in 2004 Budget
9								\$4,411	\$902	\$5,313

*Incumbent to continue to be paid at this pay range

Note: Totals may not be to exact dollar due to rounding.